Army Regulation 5–1

Management

Total Army Quality Management

UNCLASSIFIED

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Abstract

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SUMMARY of CHANGE

AR 5-1
Total Army Quality Management

This revision--

o Establishes policy, procedures, and responsibilities for managing U.S. Army
   organizations.

o Revises responsibilities. (para 1-4)

o Replaces Policy with Background. (chap 2)

o Adds History of TAQ. (para 2-1)

o Deletes Vision. (para 2-2)

o Deletes The Army Imperatives. (para 2-3)

o Deletes Total Army Values. (para 2-4)

o Deletes Total Army precepts of management. (para 2-5)

o Adds Management of Army Organizations. (chap 3)

o Adds Total Army Quality (Definition and Principles). (para 3-1)

o Adds Strategic Planning. (para 3-2)

o Adds Organizational Assessment. (para 3-3)

o Adds The Army Performance Improvement Criteria. (para 3-4)

o Adds References. (app A)

o Adds Glossary: Section I - abbreviations. Section II - terms.

Headquarters
Department of the Army
Washington, DC
15 March 2002

*Army Regulation 5–1

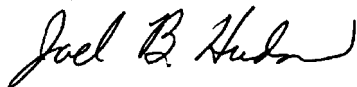**Effective 15 April 2002**

Management

Total Army Quality Management

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

[signature]

JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

History. This printing publishes a revision. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation establishes policy, procedures, and responsibilities for managing U.S. Army organizations. This regulation serves as the capstone for the AR 5–series of management regulations. Army personnel will use AR 5–1 to develop and implement sound management practices.

Applicability. This regulation applies to all soldiers and civilians of the Active Army, the Army National Guard of the United States (ARNGUS) and the U.S. Army Reserve (USAR). During mobilization chapters and policies contained in this regulation may be modified by the proponent, except those required by law.

Proponent and exception authority. The proponent of this regulation is the Director of Management/Vice Director of the Army Staff, Office of the Chief of Staff, Army (OCSA). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Commands may forward request for exception to the proponent at HQDA (DACS–DM–SMI), 1725 Jefferson Davis Highway, Crystal Square Two, Suite 1001, Arlington, VA 22202–4102.

Army management control process. This regulation is not subject to the requirements of AR 11–2. It does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from HQDA (DACS–DM–SMI), 1725 Jefferson Davis Highway, Crystal Square Two, Suite 1001, Arlington, VA 22202–4102

Suggested Improvements. The proponent agency of this regulation is the OCSA. Users are to submit comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DACS–DM), 1725 Jefferson Davis Highway, Crystal Square Two, Suite 1001, Arlington, VA 22202–4102.

Distribution. The publication is available in electronic media only and is intended for command levels A, B, C, D and E for Active Army, the Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

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Figure List

Glossary

Chapter 1
Introduction

1–1. Purpose
This regulation establishes policy, procedures, and responsibilities for Total Army Quality (TAQ) Management. The regulation emphasizes the Army's commitment to performance excellence through leadership and vision, mission and customer focus, employee empowerment, and continuous improvement.

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities
   a. Chief of Staff, Director of Management (DM)/Vice Director of the Army Staff (VDAS), Headquarters, Department of the Army will—
   (1) Provide Department of the Army policy and guidance on TAQ and the use of innovative management tools and techniques such as benchmarking and the Army Performance Improvement Criteria (APIC).
   (2) Maintain AR 5–1, Total Army Quality Management (TAQ) and update as required.
   (3) Maintain the concept plan for TAQ implementation.
   (4) Update the Army Performance Improvement Criteria (APIC) as required.
   (5) Coordinate with Headquarters, Department of the Army (HQDA) staff proponents to ensure that the components of TAQ are included in applicable Army policy.
   (6) Chair and conduct a council on quality and performance management.
   (7) Promote the use of best practices, innovation, performance excellence, and reinvention throughout the Army.
   (8) Assist in the sharing of best practices by capturing improvements and periodically disseminating them to Amy MACOMs through various modes of communication.
   (9) Administer the following programs that support TAQ and recognize accomplishments:
   (a) Secretary of the Army Productivity Enhancement Program (PEP).
   (b) Army Ideas for Excellence Program (AIEP).
   (10) Provide support to Army organizations participating in the following programs:
   (a) The President's Quality Award (PQA) Program.
   (b) The Secretary of the Army Suggesters of the Year Program.
   b. Deputy Chief of Staff, G-1 (DCS, G-1). The DCS, G-1 will coordinate with DM to ensure that appropriate components of TAQ are included in Army leadership policy.
   c. Deputy Chief of Staff, G-3 (DCS, G-3). The DCS, G-3 will coordinate with DM to ensure that appropriate components of TAQ are included in Army leader development policy.
   d. Assistant Chief of Staff for Installation Management (ACSIM). The ACSIM will coordinate with DM to ensure that appropriate components of TAQ are included in Army installation management policy.
   e. Commanders and Directors of Headquarters, Department of the Army, MACOMs, Field Operating Agencies (FOAs), Army National Guard of the United States (ARNGUS), and U.S. Army Reserve Command (USAR)— will incorporate management processes that conform to the core principles in paragraph 3–1. As a minimum,
   (1) Implement a systematic strategic and customer-focused approach toward continuous process improvement based on measurable performance results.
   (2) Develop and periodically update, as appropriate, macro-level, cross-functional strategic plans that support continuous organizational performance improvement based on customer requirements and feedback.
   (3) Direct the conduct of organizational self-assessment, using criteria that meet the requirements in paragraph 3–3a.
   (4) Promote participation in Army programs that encourage empowerment and recognize performance excellence.
   (5) Develop and implement programs that foster an environment of innovation, teamwork, customer and human resources focus.
   f. Managers at all levels will—
   (1) Establish goals for the continuous improvement of key operational processes supporting execution of the organization's strategic plan.
   (2) Benchmark, share, and adopt/adapt best practices from throughout the government and private industry.
   (3) Give employees and cross-functional teams appropriate responsibility and authority to make improvements. Hold employees and teams accountable for the results of their actions.
   (4) Encourage positive change and recognize innovation.

(5) Maintain a climate that encourages change, seeks to do things more efficiently and rewards innovation.

Chapter 2
Background

2–1. History of TAQ Management.
a. In 1988, the Secretary of Defense issued guidance to the Services to implement the principles of Total Quality Management (TQM) to improve performance and efficiency. The Army's approach to achieve organizational performance excellence and continuous improvement included several initiatives:

(1) Army Regulation (AR) 5–1, Army Management Philosophy, dated 12 June 1992, established Total Army Quality (TAQ) as the Army's management approach. The TAQ provided the methodology, tools and techniques to perform the systematic analyses of organizations, business and work processes to achieve process improvement.

(2) In 1992, the Chief of Staff, Army endorsed the Army concept plan for TAQ implementation, Leadership for Total Army Quality. The plan builds on the foundation laid by AR 5–1 and addresses Army-wide implementation of TAQ.

(3) In 1993, the President of the United States initiated the National Performance Review (NPR) with the mission to *make the entire federal government both less expensive and more efficient and to change the culture of the national bureaucracy away from complacency and entitlement toward initiative and empowerment.* The NPR (an interagency taskforce led by the Vice President of the United States) implemented four guiding principles: cutting red tape, empowering employees, putting customers first, and cutting back to basics. These building blocks formed the foundation for the reinvention effort. The NPR was renamed in 1998 to the National Partnership for Reinventing Government).

(4) In 1995, the Army developed and implemented a set of Army Performance Improvement Criteria (APIC) as a framework for improving operational performance. The Malcolm Baldrige National Quality Award Criteria and the criteria for the President's Quality Award, which are Baldrige criteria tailored to fit the federal government rather than private industry, formed the basis for the APIC. The Army's criteria were further "greened" to fit the Army's mission while remaining true to the "world-class" standards of the Baldrige criteria. Since 1995, Army applicants have been recognized as the top performers among all federal organizations competing for the President's Quality Award. This provides external validation of the TAQ management approach.

b. In August 1997, the Secretary of Defense reinforced this commitment to quality management by directing Defense Agencies and Military Services to:

(1) Support quality management initiatives,

(2) Practice proven quality management methods, and

(3) Encourage the shared use of best practices to achieve an even more effective and efficient organization.

c. From its inception as the Army's management approach in 1992 to the present, TAQ has provided leaders and managers the flexibility to incorporate new methods and proven business practices as they develop.

2–2. The Government Performance and Results Act of 1993.
a. Effective in FY97, the Government Performance and Results Act (GPRA), Public Law 103–62 of 1993, requires all federal agencies to conduct results-oriented strategic planning to develop annual action plans and performance reports.

b. TAQ Management is consistent with the goals of GPRA.

Chapter 3
Management of Army Organizations

3–1. Total Army Quality (Definition and Principles)
a. The TAQ is an integrated strategic management approach for achieving performance excellence. Performance excellence results when all organizational strategic goals, objectives, and processes are linked and aligned to optimize the delivery and quality of the products or services required by its customers with a minimal expenditure of resources. This approach has, at its core, four principles that are the foundation for providing value to the customer and is the catalyst for significant and sustained organizational improvement. These are:

(1) Leadership vision and commitment,

(2) Mission and customer focus,

(3) Employee empowerment, and

(4) Continuous improvement.

b. The TAQ provides a flexible umbrella whose core principles allow individual organizations the option to apply any of the various, and highly effective, process management disciplines, philosophies, and tools in the manner that best support the needs of their customers. Army leaders retain the flexibility to use and adapt the appropriate management tools and techniques such as the Baldrige-based Criteria for organizational self-assessment, Business Process Reengineering, Army Ideas for Excellence Program, Benchmarking, Activity Based Costing/Management, Knowledge Management and Acquisition Reform to meet mission requirements.

c. Leadership vision and commitment.

(1) *Vision.* A statement of what the organization desires to be — an end state to be achieved through positive change. It reflects the larger goals that people need to keep in mind while concentrating on concrete daily activities. A clear vision provides a guide to those within the organization and supports the achievement of the goals of leaders at higher levels of command. A shared vision provides focus to the organization.

(2) *Commitment.* Achieving an organization's stated objectives and realizing the vision requires a commitment by everyone in the organization. This commitment is gained by ensuring the vision is deployed throughout the organization. Sharing the vision ensures that the reason for making certain specific changes or decisions is understood. As all people within an organization adopt a shared vision, leadership at all levels must continually reinforce its importance in day to day decisionmaking.

d. Customer focus: The Army's mission is to provide national defense and security for American citizens—our ultimate customers. All organizations have customers. The sole reason for an organization to exist is to meet or exceed customer requirements. All processes and activities are focused on meeting the current and future requirements of customers. The customer determines the value of your organization based on the quality of the products or services you provide. Performance excellence is achieved when all activities and people within an organization are focused on efficiently providing value to the customer. The Army's mission is to provide national defense and security for American citizens—our ultimate customers.

e. Employee empowerment: Empowered employees have the ability to make decisions and take actions that improve processes that provide value to the customer. Leaders empower employees and teams by giving them authority and resources while holding them accountable to produce results. Empowerment shares control, responsibility, and ownership of organizational processes. Empowerment is based on open dialogue, shared purpose and vision, and clearly understood goals and priorities. Empowered employees are focused on providing value to their customers not on simply completing assigned tasks.

f. Continuous improvement: No organization or process is perfect and customer requirements change over time. These two factors drive the need for continuous improvement within all organizations. Change takes place at both the process level and the organizational level.

(1) Managers and process owners are responsible and accountable for achieving process improvements and results. Empowered employees who are focused on customer requirements will naturally strive to improve the processes in which they have ownership. This must be encouraged and supported by managers at all levels.

(2) Change management at the organizational level is the responsibility of senior leadership. They provide long-range vision, goals and plans for the future, and define areas and expectations for improvement. By setting strategic goals and systematically measuring results, leaders focus change efforts to meet current and future customer needs.

3–2. Strategic planning

a. Strategic planning is the process by which managers at higher levels envision their organization's future and develop the necessary procedures and operations to achieve that vision. It is a continuous and systematic effort to determine and meet the future needs of customers. It focuses and aligns all efforts within an organization on core competencies, key strategies, and actions that must be taken to achieve success. This ability to focus and align all organizational processes toward a common end is the most powerful element of the strategic plan. A strategic plan contains:

(1) A comprehensive mission statement that encompasses the organization's key processes;

(2) A clear vision statement;

(3) Values to guide the organization;

(4) Measurable goals and objectives, including expected outcomes, for all of the organization's key processes;

(5) A description of how the goals and objectives are to be achieved, including a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to meet those goals and objectives;

(6) An identification of those key factors external to the organization that could significantly affect the achievement of the goals and objectives; and

(7) A description of the assessment process used to determine how well all the organization's key processes and functions are aligned to achieve its goals and objectives.

b. The strategic plan:

(1) A living document that provides a roadmap for current decisions while maintaining the overall focus on long-term, continuous improvement;

(2) Links and aligns the organization's vision, mission, goals, and objectives with the strategic plan of the next higher echelon; and

(3) The basis for development and implementation of action plans aimed at measurable performance results.

c. Action plans:

(1) Used at all management levels to translate the vision, goals, and objectives of the strategic plan into action.

(2) Contain measurable performance goals or targets and milestones for results.

(3) Focus the efforts of employees and the results of all processes to the strategic plan.

(4) Impact all employees down to the individual level.

(5) When implemented, complete the deployment of the strategic plan throughout the organization.

d. Strategic management approach: A strategic management approach to running an organization contains four elements:

(1) Development of a strategic plan that will meet the current and future needs of the customer.

(2) Deployment of that plan throughout the organization in the form of shared vision and the implementation of action plans to achieve stated goals.

(3) Periodic, systematic assessment of the results achieved through the implementation of action plans to determine performance levels, progress, and opportunities for improvement.

(4) Refinement of the strategic plan and supporting action plans based on external changes (higher headquarters' goals, resources, political, etc.), an analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT), and results of previous organizational assessments.

3–3. Organizational assessment

a. To adequately measure continuous improvement, organizations must use a set of assessment criteria such as the APIC, which is the Army's recommended strategic framework for leading change and assessing performance, that:

(1) Highlight the leader's role in setting organizational direction, goals, and reviewing results.

(2) Reveal the level to which all processes are linked and aligned toward achieving the results required for success.

(3) Ensure strategic plans and action plans are focused on customer and mission performance requirements that must be met for the organization's strategy to succeed.

(4) Consider customer satisfaction and expectations to anticipate requirements and link them as key input to strategic plans.

(5) Examine the collection, analyses, and use of performance metrics information to sustain a fact-based system for improving organizational performance excellence.

(6) Align human resource development efforts with the organization's strategy to maintain a work environment conducive to performance excellence.

(7) Challenge key operational and work process management efforts to achieve flexibility, cost reduction, and cycle time reduction.

(8) Focus on measured results that are linked to the strategic goals of the organization.

(9) Facilitate communication and sharing of best practices information.

(10) Serve as a working tool for understanding and managing performance, planning, and training.

b. Once completed, the assessment becomes the basis for refinements of the strategic plan and the supporting action plans.

3–4. The Army Performance Improvement Criteria

a. The Army Performance Improvement Criteria (APIC) is based on the Malcolm Baldrige Criteria for Performance Excellence, a national quality award for private industry, and the President's Quality Award, a federal quality award. It provides a common framework for all Army organizations to measure how well they are meeting their stated goals and customer needs. It provides a systematic review that indicates the degree to which these processes are linked and aligned toward mission accomplishment and leads to informed management decisions. The APIC helps the manager at higher levels view the linkages between the various functional areas and multiple processes that comprise the organization. It fulfills all the requirements for assessment outlined in paragraph 3–3 above. This assessment framework can be applied equally no matter which specific management discipline or philosophy is adopted by an organization. The application of APIC supports Total Army Quality in three ways:

(1) It provides a systematic, disciplined approach to deal with the dynamics of change by providing a working tool for strategic planning, conducting organizational assessments, analysis, and performance improvement planning.

(2) Effective use of the APIC criteria can raise the organization's performance expectations and standards by improving business practices and capabilities.

(3) It establishes common performance criteria to facilitate communication and sharing of the best management techniques, strategies, and management practices among Army organizations.

b. The APIC assists in generating continuous improvement over time. When properly conducted, the self-assessment reveals the health of your organization, identifies strengths, and pinpoints opportunities to improve management

practices and programs. Through continuous self-assessment, the organization can review, prioritize, and select the best approach for getting results.

c. The criteria are built upon core values and concepts, which are embedded beliefs and behaviors found in high performing organizations. They are the foundation for integrating key performance requirements within a results-oriented framework that creates a basis for action and feedback. The core values and concepts are:

(1) *Visionary Leadership* – The senior leaders should set key directions, create a customer focus, clear and visible values and high expectation for the organization by action and example for both war-fighting and business.

(2) *Customer-Driven* – The organization's focus is on its customers – ensuring its operations meet customer needs in the most efficient manner possible. Customers judge the quality and performance of an organization. Customer-driven excellence is thus a strategic concept, which is directed toward customer retention, market share gain and growth.

(3) *Organizational and Personal Learning* – the ability of the organization to acquire, share and use knowledge for continuous improvement.

(4) *Valuing Employees and Partners* – investing in people, helping soldiers, employees, and partners optimize opportunities for success in their work environment.

(5) *Agility* – the ability to transition rapidly within or between operations, war-fighting or business.

(6) *Focus on the Future* – remaining the world's finest land force for the next crisis, next war, and an uncertain future requires operating strategically with a long-range orientation.

(7) *Managing for Innovation* – capacity to develop creative and effective products and solutions to increase strategic and tactical responsiveness and decision-making.

(8) *Management by Fact* – reliance on data and analysis for decisionmaking and analysis of organizational performance.

(9) *Public Responsibility and Citizenship* – involves a proactive and responsive commitment to the needs and concerns of the community and the larger public.

(10) *Focus on Results and Creating Value* – the orientation to managing toward key outcomes for mission accomplishment and meeting customer needs.

(11) *Systems Perspective* – the ability of the organization to view its operations holistically and understand how its parts interact; the ability to align activities effectively.

d. The APIC'S core values and concepts are embodied in seven categories, as follows:

(1) Leadership.

(2) Strategic planning.

(3) Customer and market focus.

(4) Information and analysis.

(5) Human resource focus.

(6) Process management.

(7) Business results.

The framework that connects and integrates the categories is shown in figure 3–1.
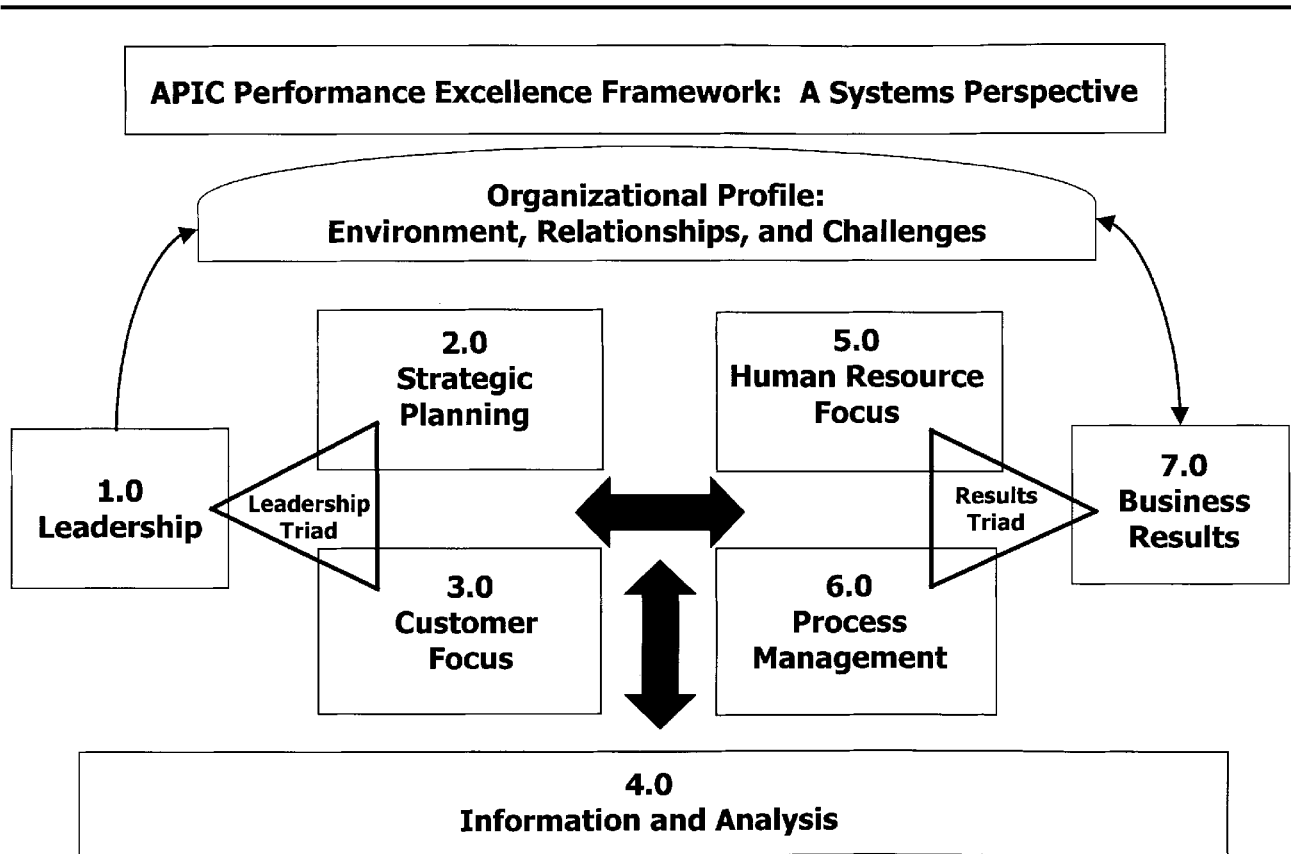
APIC Performance Excellence Framework: A Systems Perspective

Organizational Profile:
Environment, Relationships, and Challenges

2.0 Strategic Planning

5.0 Human Resource Focus

1.0 Leadership

Leadership Triad

Results Triad

7.0 Business Results

3.0 Customer Focus

6.0 Process Management

4.0 Information and Analysis

Figure 3–1. Foundation of a Performance Management System

e. The framework has three basic elements, from top to bottom:

(1) The Organizational Profile (top of figure) sets the context for the way the organization operates. The environment, key working relationships, and strategic challenges serve as an overarching guide for the organizational performance management system.

(2) The system is comprised of the six APIC Categories in the center of the figure that define the organization, its operations and its results. It consists of two triads (Leadership and Results) and an Information and Analysis base.

(a) The Leadership Triad represents Leadership (Category 1), Strategic Planning (Category 2), and Customer Focus (Category 3). These categories are placed together to emphasize the importance of a leadership focus on strategy and customers. Senior leaders must set organizational direction and seek future opportunities for the organization. If the leadership is not focused on customers, the organization as a whole will lack that focus.

(b) The Results Triad represents the Human Resource Focus (Category 5), Process Management (Category 6), and Business Results (Category 7). An organization's employees and its key processes accomplish the work of the organization that yields its business results. All actions point toward business results—a composite of customer, financial, and operational performance results, including human resource results and public responsibility.

(c) The horizontal arrow in the center of the framework links the leadership triad to the results triad, a linkage critical to organizational success. The arrow indicates the central relationship between Leadership (Category 1) and Business Results (Category 7). Leadership must keep its eyes on Business results and must learn from them to drive improvement. The two-headed arrow in the center of the framework indicates the importance of feedback in an effective performance management system.

(3) Information and Analysis (Category 4) is critical to the effective management of the organization and to a fact-based system for improving organizational performance and competitiveness. The Information and analysis base serves as a foundation for the performance management system.

f. The key characteristics of the criteria are that they:

(1) Focus on the key areas of business performance results, specifically:

(a) Customer-focused results.

(b) Financial and market data results.

(c) Human resource results.

(d) Organizational effectiveness results.

(2) Are nonprescriptive and adaptable because they do not prescribe "how" an organizational assessment should be conducted. For example, the criteria do not prescribe:

(a) What specific tools, techniques, technologies, systems, measures, or starting points should be used;

(b) How the organization should be structured; or

(c) How different units in the organization should be managed.

(3) They support a goal-based diagnosis.

(4) Can be used for award programs for performance excellence such as the President's Quality Award (PQA) and the Army Communities of Excellence (ACOE).

g. As a guide, the APIC provides real-world Army examples in each of the seven categories from various Army award winners in the PQA and ACOE. The APIC is refined annually and is available from the Strategic Management and Innovations Division.

Appendix A
References

Section I
Required Publications
This section contains no entries.

Section II
Related Publications
A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

AR 10–5
Organization and Functions, Headquarters, Department of the Army

AR 11–2
Management Control

AR 600–100
Army Leadership

DA Pamphlet 100–1
Force XXI Institutional Army Redesign

FM 22–100
Military Leadership

FM 100–11
Force Integration

Public Law 100–107
Malcolm Baldrige National Quality Improvement Act of 1987

Public Law 103–062
Government Performance and Results Act of 1993

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms
This section contains no entries.

Glossary

Section I
Abbreviations

ABC/M
Activity Based Costing/Management

ACOE
Army Communities Excellence

ACSIM
Assistant Chief of Staff for Installation Management

AIEP
Army Ideas for Excellence Program

APIC
Army Performance Improvement Criteria

AR
Army Regulation

ARNGUS
Army National Guard of the United States

DA
Department of the Army

DCS, G-1
Deputy Chief of Staff, G-1

DCS, G-3
Deputy Chief of Staff, G-3

DM
Director of Management

FOA
Field Operating Agency

GPRA
Government Performance and Results Act of 1993

HQDA
Headquarters, Department of the Army

MACOM
Major Command

OCSA
Office of the Chief of Staff, Army

SWOT
strengths, weaknesses, opportunities, and threats

TAQ
Total Army Quality

TQM
Total Quality Management

VDAS
Vice Director of the Army Staff

USAR
United States Army Reserve

**Section II
Terms**

action plans
Documents that describe the specific method or process to achieve the results called for by one or more objectives of the strategic plan.

Activity Based Costing
Is a costing method that measures the cost of all activities that generate products and services.

alignment
The manner in which two or more processes or functions within an organization support all others in the attainment of a stated goal. More specifically, alignment refers to consistency of plans, processes, information, resource decisions, actions, results, analysis and learning to support key organization-wide goals.

analysis
Analysis refers to an examination of facts and data to provide a basis for effective decisions. Analysis often involves the determination of cause-effect relationships.

Army Performance Improvement Criteria
The standard assessment framework that allows Army organizations to measure how well they meet stated goals and customer needs. It provides a systematic approach for gathering the information and insight required for informed management decisions.

assessment
Is a systematic process of collecting and analyzing data to determine the current, historical, or projected status of an organization.

benchmark
Is a point of reference from which measurements may be made.

benchmarking
The term "benchmark" refers to the process of finding and adapting best practices and performance for similar activities, inside or outside an organization, to improve organizational performance. This represents a strategic and analytic process of continuously measuring an organization's products, services, and practices against a recognized leader in the studied area.

best practice
A superior method or innovative process that contributes to improved performance.

business practice
A specific, well defined, set of activities performed by an organization that create value for the customer and results in accomplishing a stated goal.

continuous improvement
The improvement of products, services, and processes through incremental and breakthrough innovation that is focused on meeting and exceeding customer needs. Does not connote a constant improvement in a process but a continual awareness of processes and their changing need for improvement.

core competencies
The knowledge and skills needed within the workforce to perform an important business function of the organization. Core competencies directly relate to mission and customer service and are those processes and functions that could not be out-sourced without substantially weakening the organization.

cost based management

A cyclical process of forecasting cost and performance and then using an after-action review format to measure actual performance, compare and review results, and implement improvements.

customer

A customer is anyone for whom an organization or individual provides goods or services or a person or group who uses the output of a process. External customers reside outside the producing organization. Internal customers reside inside the producing organization.

customer focus

The core principle of TAQ that ensures every activity performed within an organization directly supports providing added value from the customer's perspective.

deployment

Refers to the extent to which an organization's approach to a specific action (e.g., vision, goals, and strategies) is applied throughout the organization. Deployment is evaluated on the basis of breadth and depth of application of the approach to relevant processes and work units throughout the organization.

effective

Adequate to accomplish a purpose; producing the intended or expected result.

efficiencies

Allocated budget dollars saved by executing programs in a more efficient manner that can be reprogrammed to fund other requirements within the same appropriation category.

efficient

Being able to meet all requirements with a minimum expenditure of resources.

employee empowerment

One of the core principles of TAQ that provides employees the authority to make decisions and take action in their work areas without prior approval. Is the act of vesting appropriate authority in the hands of the people nearest the problems to be solved.

goal

Is a specific end toward by which resources and effort are expended.

innovation

Refers to making meaningful change to improve products, services, and/or processes and create new value for stakeholders. It involves the adoption of a new idea, process, technology, or product that is either new or new to its proposed application.

knowledge management

Is an integrated approach to identify, manage and share all of an organization's information assets, including management information systems (databases, documents, policies and procedures) learning processes and personnel expertise, to fulfill organizational objectives.

leadership

The process of influencing people—by providing purpose, direction, and motivation—while operating to accomplish the mission and improving the organization.

management

The process of acquiring, organizing and controlling resources (people, money, materiel, facilities, information, time, etc.) to effectively and efficiently accomplish the mission. Management is linked with leadership, just as doctrine, systems, processes, facilities and equipment are connected with the people who use them.

metrics

A measurement, taken over a period of time, that communicates vital information about a process or activity. A metric should drive appropriate leadership or management action. Physically, a metric package consists of an operational definition, measurement over time and presentation.

organizational self-assessment
A framework that allows Army organizations to measure how well they are meeting their stated goals and customer needs and, that provides a systematic approach for gathering the information and insight required to make informed management decisions.

performance
The output results that are obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations.

performance excellence
Meeting or exceeding customer/stakeholder needs with the minimum resources required.

process
A systematic series of actions directed toward the achievement of a goal. Is the combination of people, machines, equipment, raw materials, methods, and environment that produces a given product or service.

process owner
The individual who has the responsibility to ensure a specific process produces a desired result and the authority to make changes to that process.

product
Refers to the physical output resulting from a process or service.

reengineering
The radical redesign of business processes for dramatic improvement. Radical redesign means starting over instead of changing or modifying existing ways of working.

reinvention
The structured improvement of a process, or collection of processes, utilized to reduce cycle time and resources required while providing increased value to the customer. In some circles, the terms, reinvention, and reengineering, are used interchangeably.

resources
The people, equipment, tools, raw materials, funds and information a manager requires enabling the production of a product or service or the achievement of a set goal.

service
A physical activity performed in fulfillment of a customer requirement.

stakeholders
Includes all groups that might be affected by an organization's actions and success. Examples of key stakeholders include leaders, customers, employees, partners, and local or professional communities.

strategic management approach
A disciplined method of directing all activities of an organization to focus on the goals stated in the strategic plan.

strategic plan
The document produced by the process by which an organization envisions its future and develops special management strategies and action or implementation plans to achieve that future.

Total Army Quality
The Army's integrated strategic management approach to achieving performance excellence.

Total Quality Management
A term initially coined in 1985 as a management approach to long-term success (continuous improvement) through customer satisfaction. The TQM is based on the participation of all members of an organization in improving processes, products, services, and the culture they work in.

value
Refers to the attributed or relative worth, merit, or usefulness or a product or service to a specific customer or group of customers.

vision

An organization's view of how it would like to be perceived by its customers at some future point. It is the organization's ideal, providing a focus for efforts and goal setting.

Section III
Special Abbreviations and Terms

This section contains no entries.

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